

~~CONFIDENTIAL~~*I shall use this at Jaws meet.*

3 January 55

OTR Staff
O+7m 2-2-2

MEMORANDUM FOR: Director of Training
SUBJECT: Clark Committee Task Force
FROM: [redacted]

1. A review of the various memoranda for the record covering the Clark Committee Task Force's activities was made by the undersigned on 30 December. The material in the file included memoranda as of 29 December but did not include any of the notes on the investigation of the DD/P. I assume that these are being held somewhere in the DD/P complex.

2. There was no record of any questions being asked concerning the effectiveness of the training given by OTR to personnel of the DD/I or DD/A. The only comment on OTR was most commendatory and covered the visit [redacted] Among other things it was stated that the day and a half [redacted] was "a rewarding and impressive experience. . . . due credit should be given to OTR for a magnificent job."

3. Sidelights on the attitude of the Task Force - particularly [redacted] - regarding the DD/P indicate that there is considerable question concerning the activities of the DD/P particularly in the unconventional warfare type of activity. My guess is that the Task Force will recommend that most of these activities be transferred to the Army and if [redacted] has much to say about it the DD/P's role in the collection of information would be seriously curtailed as well.

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4. The notes that follow are those that might be passed to supervisors in OTR who are yet to be interviewed by the Task Force. Only those items which appear significant either because they came up several times or because they were emphasized, are listed.

5. The Task Force appears to be very much concerned with personnel matters. Apparently one of the "watch points" for the Task Force was "a report of poor morale among employees causing considerable turnover." Hence the Task Force many times evinced concern over employee welfare and job security. They were also much interested in TO strength ^{and} in the ratio between the "professional" and the clerical down to and including the branch level. The Task Force was particularly interested in TO vacancies and always seemed concerned as to why positions had not been filled. They were also interested in the effectiveness of the Career Service Program and concentrated in several Offices on the qualifications and capabilities of personnel to do their assigned jobs. They also raised the question as to why military personnel were assigned to the Agency at the very time there was a shortage of competent Officers in the Services.

6. Colonel several times asked supervisors what they would do if their personnel strength were cut from 20 to 25% across the board.

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7. The Task Force appears to be looking for instances of divided responsibility and duplication of effort. Also supervisors were asked several times concerning the authority for their "missions and tasks." (This suggests that OTR supervisors should read carefully the responsibilities of the DTR as outlined in the Regulations.

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8. "Records Management" was of great interest to the Task Force. This suggests that the OTR Registrar may be quizzed, as well as others who have to do with the handling of OTR files.

9. My prediction is that the Task Force is apt to go into the details of training courses with particular stress on the content and the objectives of specific courses.

10. The Task Force has expressed a preference for short, at the most ten minutes, talks. Colonel [] particularly "likes to keep moving." It is also suggested that the program should include coffee breaks both mid-morning and mid-afternoon.

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11. A few comments on Colonel [] modus operandi may be helpful:

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a. Colonel [] apparently makes a deliberate effort to put people on the defensive.

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b. He has a tendency to ask questions and then answer them himself before anyone has had an opportunity to reply.

c. He likes short biographical sketches of those who are to address him.

d. Several times he appeared to ask that the Offices write out for him what they wanted his report to say. This was almost as if he wanted portions of his report written for him.

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